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The Influence of Organizational Culture and Corporate Commitment on Occupational Health and Safety (OHS) Culture and it's Impact on Employee Performance at PT Kalimantan Jawa Gas

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Abstract: Occupational health and safety (OHS) is essential for ensuring safe and sustainable operations, especially in high-risk industries such as the gas sector. PT Kalimantan Jawa Gas (KJG), a company engaged in natural gas transmission between Kalimantan and Java, faces operational challenges including potential gas leaks, explosions, and exposure to hazardous substances. Despite initiatives such as management visits, safety culture campaigns, and OHS audits, field data indicate ongoing issues with employee compliance in using personal protective equipment and reporting near-miss incidents. This study examines the influence of organizational culture and corporate commitment on OHS culture and its effect on employee performance at PT Kalimantan Jawa Gas. Data were collected using structured questionnaires administered to 51 permanent employees through saturated sampling and analyzed using Partial Least Squares (PLS) via SmartPLS software. The results show that organizational culture significantly affects employee performance but not OHS culture, while corporate commitment significantly influences OHS culture but not employee performance. OHS culture, in turn, has a significant positive impact on employee performance. The study concludes that enhancing employee performance requires strengthening organizational culture and fostering a strong OHS culture through committed workplace safety practices, continuous training, leadership role modeling, and consistent monitoring.

Keywords: Organizational Culture, Corporate Commitment, OHS Culture, Employee Performance

INTRODUCTION

Occupational Health and Safety (OHS) plays a vital role in creating a safe, productive, and sustainable work environment, particularly in high-risk industries such as the gas sector. PT Kalimantan Jawa Gas (KJG), a company engaged in the transmission and distribution of natural gas between Kalimantan and Java, faces operational challenges including potential gas leaks, explosions, and exposure to toxic substances. These risks require not only the technical

implementation of OHS procedures but also the internalization of strong safety values within a supportive organizational culture.

In recent years, PT KJG has shown commitment to fostering an OHS culture through initiatives such as management visits to operational sites, including ORF Tambak Lorok, and safety culture campaigns via internal and external media. Nevertheless, field data indicate persistent challenges with employee discipline, particularly in the use of Personal Protective Equipment (PPE) and reporting near-miss incidents. Internal OHS audits reveal frequent minor incidents and unreported hazards, highlighting a need to strengthen overall safety culture.

Organizational culture, defined as shared assumptions learned by a group to adapt to external and internal environments and guide behavior (Schein, 2010), is crucial for policy implementation. When aligned with safety values, organizational culture drives safe workplace behavior. Research by Setyaningsih et al. (2024) and Utami & Bandiastuti (2023) confirms that a strong organizational culture positively influences employee performance, especially when supported by managerial commitment.

Organizational commitment to OHS is also strategic. According to Meyer and Allen (1991), commitment has three dimensions—affective, continuance, and normative, with affective commitment, emotional attachment to safety by management, most strongly fostering compliance with OHS norms. Amrita et al. (2023) and Zohar (1980) emphasize that managerial commitment and leadership actions build a positive safety climate. A systematically developed OHS culture enhances employee performance by reducing accidents, improving discipline, and fostering effective communication (Sutarto & Lastaman, 2024).

Although previous studies have explored organizational culture, OHS, and employee performance, most focus on construction, manufacturing, or service sectors. Research in Indonesia's gas industry remains limited, and findings vary, with some studies suggesting direct influences and others pointing to mediating factors such as job satisfaction or motivation.

This study aims to analyze the influence of organizational culture and corporate commitment on OHS culture and their impact on employee performance at PT Kalimantan Jawa Gas. Given PT KJG's strategic role and operational risks, strengthening both organizational and OHS cultures is essential to ensure productivity and workplace safety. The study is expected to contribute theoretically to human resource management and OHS development and provide practical recommendations for building an effective work culture.

Based on this background, the research questions are as follows:

1. How does organizational culture influence the OHS culture at PT Kalimantan Jawa Gas?
2. How does corporate commitment influence the OHS culture at PT Kalimantan Jawa Gas?
3. How does the OHS culture influence employee performance at PT Kalimantan Jawa Gas?
4. How does organizational culture influence employee performance at PT Kalimantan Jawa Gas?
5. How does corporate commitment influence employee performance at PT Kalimantan Jawa Gas?

METHOD

This study employs a quantitative research method with an associative approach, designed to identify the relationships and causal influences among the variables under investigation, namely, organizational culture and organizational commitment toward the Occupational Health and Safety (OHS) culture, as well as their impact on employee performance. The associative approach was selected because the study focuses on examining both direct and indirect patterns of relationships among these variables.

The empirical data were obtained through structured questionnaires distributed to the entire population of PT Kalimantan Jawa Gas employees, totaling 51 respondents. Given the

relatively small size of the population, the saturated sampling method (census sampling) was applied, thereby including all members of the population as the research sample. The respondents represented various departments within the company, encompassing both those directly and indirectly involved in the implementation of OHS practices. Data collection was conducted in July 2025 through the use of Google Forms to ensure efficiency and accessibility.

The primary research instrument was a questionnaire based on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Prior to hypothesis testing, validity and reliability analyses were conducted through measurement model evaluation.

A descriptive statistical analysis was conducted to examine the characteristics and responses of participants to each statement item. The description of each variable was presented in the form of mean values. To assess the distribution of scores, the interval range was calculated using the following formula:

$$\text{Interval Value} = \frac{\text{Highest Value} - \text{Lowest Value}}{total\ scale\ points} = \frac{5-1}{5} = 0{,}8$$

Based on the calculated interval, the measurement criteria for the research constructs were established as shown in Table 1.

Table 1. Measurement Criteria for Research Variables

Score Range	Variable Criteria
1.00–1.80	Very Poor / Very Low
>1.80–2.60	Poor / Low
>2.60–3.40	Fair / Moderate
>3.40–4.20	Good / High
>4.20–5.00	Very Good / Very High

Data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with SmartPLS 3.0 software. The analytical procedures encompassed two stages:

1. Measurement Model (Outer Model) Evaluation: Convergent validity was confirmed as all factor loadings exceeded 0.70 and Average Variance Extracted (AVE) values surpassed the recommended threshold of 0.50. Discriminant validity was established using cross-loadings, which indicated that each indicator loaded more strongly on its corresponding construct compared to other constructs. Reliability tests using Cronbach's Alpha and Composite Reliability yielded values greater than 0.70, confirming the internal consistency of the measurement scales.
2. Structural Model (Inner Model) Evaluation: The coefficient of determination (R^2) values demonstrated that OHS culture was substantially explained by organizational culture and organizational commitment, while employee performance was significantly explained by both OHS culture and organizational culture. Path coefficient analysis indicated that organizational culture exerted a significant positive effect on both OHS culture and employee performance. Organizational commitment was found to have a strong direct effect on OHS culture but only a modest direct influence on employee performance. Furthermore, OHS culture played a mediating role by transmitting the effects of organizational culture and commitment onto employee performance. The significance of these relationships was confirmed by t-statistics exceeding the critical threshold of 1.96 at the 5% significance level ($\alpha = 0.05$).

Overall, the descriptive and inferential results collectively underscore the critical role of organizational culture and managerial commitment in fostering a strong OHS culture, which subsequently contributes to improved employee performance at PT Kalimantan Jawa Gas.

RESULTS AND DISCUSSION

1. Respondent Characteristics

Based on the respondent profile table below, it can be seen that the majority of respondents in this study are male, totaling 37 individuals or 72.55%. The dominant age group is 25–35 years, with 30 respondents or 58.82%. Most respondents hold a bachelor's degree (S1), totaling 28 individuals or 54.90%, and the majority have worked at PT Kalimantan Jawa Gas for more than 6 years, also totaling 28 individuals or 54.90%.

Table 2. Respondent Profile

Gender	**Number**	**Percentage**
Male	37	72.55%
Female	14	27.45%
Age	**Number**	**Percentage**
<25 year	2	3.92%
25-35 year	30	58.82%
>35 year	19	37.25%
Education	**Number**	**Percentage**
Senior High School/Vocational School (SMA/SMK or equivalent)	11	21.57%
Diploma III (D3)	10	19.61%
Bachelor's Degree (S1)	28	54.90%
Master's Degree (S2)	2	3.92%
Length of Service	**Number**	**Percentage**
Less than 1 year	7	13.73%
1 - 3 year	10	19.61%
4 - 6 year	6	11.76%
More than 6 years	28	54.90%

Source: Primary data, processed by the researcher (2025)

2. Descriptive Data Analysis

Table 3. Descriptive Data

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Culture	51	22	50	45	6.882
Organizational Commitment	51	23	40	36.37	4.377
OHS Culture	51	30	50	45.25	5.226
Employee Performance	51	32	60	53.51	8.367
Valid N (listwise) = 51					

Source: Primary Data, Processed by the Researcher (2025)

Based on the descriptive statistical results presented in Table 4.6, the total sample consisted of 51 employees of PT Kalimantan Jawa Gas. The analysis shows that the organizational culture variable had scores ranging from 22 to 50, with a mean of 45.00 and a standard deviation of 6.882. The average score per item was 4.5, which falls into the "very good" category, indicating that the organizational culture is already well established. Similarly, the organizational commitment variable ranged from 23 to 40, with a mean of 36.37 and a standard deviation of 4.377. The average score per item was 4.546, also categorized as "very good," suggesting that organizational commitment has been effectively implemented. The OHS culture variable obtained scores between 30 and 50, with a mean of 45.25 and a standard deviation of 5.226. The average item score of 4.525 placed it in the "very good" category, reflecting that the OHS culture is well-practiced within the company.

Finally, the employee performance variable showed scores from 32 to 60, with a mean of 53.51 and a standard deviation of 8.367. The average per item score of 4.459 was also classified as "very good," demonstrating that employee performance at PT Kalimantan Jawa Gas is already at a favorable level.

3. Instrument Testing

a. Validity Test

Construct validity testing was conducted using **convergent validity**, where an indicator is considered valid if it has a **loading factor (LF)** value greater than 0.7. The following presents the results of the data analysis related to convergent validity in this study:

Tabel 2 Outer Loading Value

Variable	Indicator	Outer Loadings	Remarks
Organizational Culture	BLO1	0.765	Valid
	BLO2	0.916	Valid
	BLO3	0.872	Valid
	BLO4	0.862	Valid
	BLO5	0.903	Valid
	BLO6	0.933	Valid
	BLO7	0.872	Valid
	BLO8	0.878	Valid
	BLO9	0.803	Valid
	BO10	0.897	Valid
Organizational Commitment	KO1	0.883	Valid
	KO2	0.791	Valid
	KO3	0.845	Valid
	KO4	0.926	Valid

	KO5	0.801	Valid
	KO6	0.905	Valid
	KO7	0.809	Valid
	KO8	0.868	Valid
OHS Culture	BK1	0.772	Valid
	BK2	0.882	Valid
	BK3	0.870	Valid
	BK4	0.856	Valid
	BK5	0.897	Valid
	BK6	0.725	Valid
	BK7	0.792	Valid
	BK8	0.819	Valid
	BK9	0.810	Valid
	BK10	0.812	Valid
Employee Performance	KK1	0.965	Valid
	KK2	0.920	Valid
	KK3	0.896	Valid
	KK4	0.927	Valid
	KK5	0.870	Valid
	KK6	0.810	Valid
	KK7	0.797	Valid
	KK8	0.837	Valid
	KK9	0.961	Valid
	KK10	0.765	Valid
	KK11	0.882	Valid
	KK12	0.709	Valid

Source: Primary data, processed by the researcher (2025)

In addition to convergent validity, validity testing in PLS-SEM also includes **discriminant validity**, where the requirement for passing the test is that the **Average Variance Extracted (AVE)** value must be greater than 0.5.

Table 3: Discriminant Validity Values

Variable	*Average Variance Extracted* (AVE)	Remarks
Organizational Culture	0.760	Valid
Organizational Commitment	0.731	Valid
OHS Culture	0.681	Valid
Employee Performance	0.748	Valid

Source: Primary data, processed by the researcher (2025)

b. Reliability Test

Reliability testing in PLS-SEM is conducted by measuring **construct reliability** through the **Cronbach's Alpha value**, where an indicator is considered reliable if the Cronbach's Alpha value is greater than 0.6 (Hair et al., 2019). Additionally, the **Composite Reliability** value is also evaluated; if the composite reliability value exceeds 0.6, the research instrument is considered reliable (Ghozali, 2019). The following presents the results of the reliability test data analysis:

Tabel 4. Reliability Test

Variable	*Cronbach's Alpha*	*Composite Reliability*	Remarks
Organizational Culture	0.964	0.969	Reliable
Organizational Commitment	0.947	0.955	Reliable
OHS Culture	0.968	0.973	Reliable
Employee Performance	0.947	0.956	Reliable

Source: Primary data, processed by the researcher (2025)

Structural Model Testing (Inner Model)

In the inner model testing, the predictive power of the structural model is measured using the **R-squared (R^2)** value, which explains the influence of exogenous latent variables on endogenous latent variables to determine whether there is a significant effect. The coefficient of determination is categorized into three levels: **0.67 as strong, 0.33 as moderate**, and **0.19 as weak**. The following presents the results of the coefficient of determination in this study:

Table 5. R-Squares

Variable	R *Square*
OHS Culture	0.802
Employee Performance	0.891

Source: Primary data, processed by the researcher (2025)

The R-square value for the OHS culture variable is 0.802, or 80.2%. This indicates that the OHS culture variable can be explained by the organizational culture and organizational commitment variables by 80.2%, which falls into the strong category. The remaining 19.8% represents the contribution of other variables not discussed in this study.

Furthermore, the R-square value for the employee performance variable is 0.891, or 89.1%. This indicates that the employee performance variable can be explained by the organizational culture, organizational commitment, and OHS culture variables by 89.1%, also classified as strong. The remaining 10.9% is contributed by other variables not covered in this research.

4. Path Coefficient and Hypothesis Testing

Table 6. Hypothesis Testing

Hypothesis	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
H1	BO → OHS Culture	0.100	0.065	0.232	0.430	0.668
H2	OC → OHS Culture	0.806	0.846	0.224	3.596	**0.000**

H3	OHS Culture → EP	0.297	0.297	0.134	2.216	**0.027**
H4	OC → EP	0.637	0.651	0.266	2.393	**0.017**
H5	OCM → EP	0.052	0.034	0.291	0.178	0.859

Source: Primary data, processed by the researcher (2025)

The results of the hypothesis testing for each research hypothesis are described as follows:

a. The Influence of Organizational Culture on OHS Culture

The influence of organizational culture on OHS (Occupational Health and Safety) culture is tested using the following statistical hypotheses:

1. H0 = organizational culture has no influence on OHS culture
2. H1 = organizational culture has an influence on OHS culture

Table 6 shows that the path coefficient between organizational culture and OHS culture is 0.100, with a t-statistic of 0.430 and a p-value of 0.668. Since the t-statistic value (0.430) is less than the critical value of 1.96 and the p-value (0.668) is greater than 0.05, H0 is accepted and H1 is rejected. This implies that organizational culture does not have a significant influence on OHS culture. However, the positive path coefficient (0.100) indicates that a stronger organizational culture tends to improve OHS culture, and vice versa. This finding is supported by research from Yosef and Suryanto (2020), which states that organizational cultures that focus on targets or efficiency often overlook workplace safety, especially if leadership does not explicitly embed OHS values into the work culture. Additionally, Purnomo and Wahyuni (2021) revealed that OHS culture is more influenced by external factors such as policies, technical training, direct supervision, and leadership role-modeling rather than general organizational values.

b. The Influence of Organizational Commitment on OHS Culture

The influence of organizational commitment on OHS culture is tested using the following hypotheses:

1. H0 = organizational commitment has no influence on OHS culture
2. H2 = organizational commitment influences OHS culture

Table 6 shows a path coefficient of 0.806, with a t-statistic of 3.596 and a p-value of 0.000. Since the t-statistic (3.596) is greater than 1.96 and the p-value (0.000) is less than 0.05, H0 is rejected and H2 is accepted. This means that organizational commitment significantly affects OHS culture. The positive coefficient (0.806) indicates that stronger organizational commitment leads to a stronger OHS culture. This result is supported by Nugroho et al. (2022), who found a positive correlation between management commitment to OHS and employee compliance and performance improvement in mining companies. Mulyadi & Febrianti (2020) also concluded that organizations with strong safety commitment experience higher employee productivity and lower absenteeism. According to Cooper (2000), organizational commitment is one of the core components in the safety culture model, directly impacting safe workplace behavior.

c. The Influence of OHS Culture on Employee Performance

The influence of OHS culture on employee performance is tested using the following hypotheses:

1. H0 = OHS culture has no influence on employee performance
2. H3 = OHS culture influences employee performance

Table 6 shows that the path coefficient between OHS culture and employee performance is 0.297, with a t-statistic of 2.216 and a p-value of 0.027. Since the t-statistic (2.216) is greater than 1.96 and the p-value (0.027) is less than 0.05, H0 is rejected and H3 is accepted. This

implies that OHS culture significantly affects employee performance. The positive coefficient (0.297) indicates that a strong OHS culture leads to better employee performance. This is supported by research from Andriani et al. (2023), which found that a strong OHS culture positively correlates with employee satisfaction and performance in the gas and energy industries. Utami & Wahyuni (2022) also concluded that OHS culture implementation significantly influences employee productivity. According to Cooper (2000), organizational commitment is a key component of safety culture that directly affects safe behavior in the workplace.

d. The Influence of Organizational Culture on Employee Performance

The influence of organizational culture on employee performance is tested using the following hypotheses:

1. H0 = organizational culture has no influence on employee performance
2. H4 = organizational culture influences employee performance

Table 6 shows a path coefficient of 0.637, with a t-statistic of 2.393 and a p-value of 0.017. Since the t-statistic (2.393) is greater than 1.96 and the p-value (0.017) is less than 0.05, H0 is rejected and H4 is accepted. This means that organizational culture significantly influences employee performance. The positive coefficient (0.637) suggests that a strong organizational culture leads to better employee performance. This is supported by Sari et al. (2023), who found that a collaborative and innovative organizational culture directly improves employee performance in the oil and gas sector. Firmansyah & Indrawati (2021) also noted that organizational culture significantly impacts employee target achievement in a national energy company. Denison (1990) emphasized that organizational cultures characterized by involvement, consistency, and clear mission lead to higher performance, as employees feel more connected to the organization's vision.

e. The Influence of Organizational Commitment on Employee Performance

The influence of organizational commitment on employee performance is tested using the following hypotheses:

1. H0 = organizational commitment has no influence on employee performance
2. H5 = organizational commitment influences employee performance

Table 6 shows that the path coefficient between organizational commitment and employee performance is 0.052, with a t-statistic of 0.178 and a p-value of 0.859. Since the t-statistic (0.178) is less than 1.96 and the p-value (0.859) is greater than 0.05, H0 is accepted and H5 is rejected. This implies that organizational commitment does not significantly affect employee performance. However, the positive coefficient (0.052) still suggests a trend in that direction. This result is consistent with Wibowo and Pratiwi (2020), who found that organizational commitment does not always align with performance improvement, especially when not accompanied by direct leadership involvement in human resource management. Rahayu and Ningsih (2021) also argued that individual motivation, job satisfaction, and direct leadership often have a stronger impact on performance than structural organizational commitment. Even with a clear organizational vision and mission, without effective communication and engagement, that commitment may have little practical impact on performance.

5. Managerial Implications

The results of this study provide several important managerial implications for PT Kalimantan Jawa Gas. First, the findings indicate that both organizational culture and organizational commitment are perceived at a very good level by employees. This suggests that management has successfully established a strong cultural foundation and demonstrated a significant degree of commitment toward safety. However, indicators related to the consistent

use of Personal Protective Equipment (PPE) and the reporting of near-miss incidents still show relatively lower mean values, which signals the need for targeted managerial interventions. Strengthening supervisory mechanisms and instituting reward–penalty systems could enhance compliance in these areas.

Second, the study highlights the pivotal role of OHS culture as a mediating factor in improving employee performance. This implies that management must not only issue formal OHS policies but also actively internalize safety values through continuous training, leadership by example, and systematic communication strategies. Regular management site visits and participatory safety programs are essential to reinforce collective awareness.

Third, since employee performance is significantly influenced by both organizational culture and OHS culture, management should adopt an integrative approach that aligns cultural values, safety practices, and performance management systems. Embedding OHS objectives into performance appraisal criteria would ensure that safety compliance is directly tied to individual and organizational outcomes.

Finally, given the high-risk nature of the gas industry, sustaining a strong safety-oriented organizational culture requires long-term strategic commitment from top leadership. This includes allocating sufficient resources for OHS infrastructure, investing in digital reporting systems for hazard identification, and promoting a culture of transparency where employees feel responsible and empowered to report unsafe conditions without fear of reprisal. Collectively, these managerial implications underscore the necessity for PT Kalimantan Jawa Gas to institutionalize OHS as a core component of organizational culture and managerial practice, thereby ensuring both employee well-being and organizational performance sustainability.

CONCLUSION

The descriptive analysis demonstrated that all research variables—organizational culture, organizational commitment, OHS culture, and employee performance—were rated in the "very good" category by employees of PT Kalimantan Jawa Gas. This indicates that respondents generally perceive the company's cultural values, managerial support, and safety practices positively. However, certain aspects, such as the consistent use of Personal Protective Equipment (PPE) and the systematic reporting of near-miss incidents, were evaluated at relatively lower mean values, reflecting areas where improvement is still needed. The inferential analysis further revealed that organizational culture does not significantly influence OHS culture, suggesting that safety values have not been fully embedded in organizational routines. On the other hand, organizational commitment was found to significantly affect OHS culture, underscoring the critical role of managerial dedication in shaping safety practices. Moreover, both OHS culture and organizational culture were shown to significantly improve employee performance, demonstrating their role in enhancing discipline, productivity, and efficiency. Conversely, organizational commitment did not directly influence employee performance, which indicates that managerial concern for employee welfare needs to be reinforced with a more participative and personal approach to have a tangible impact.

The managerial implications of these findings emphasize the need for PT Kalimantan Jawa Gas to strengthen cultural integration and translate organizational commitment into practical actions. First, management should intensify the internalization of organizational values—such as professionalism, responsibility, and collaboration—through behavioral training, coaching, and team-based reward systems to directly reinforce employee performance. Second, managerial commitment must be operationalized into daily practices by empowering supervisors, increasing leadership presence in field activities, and promoting participatory engagement so that employees can experience the real impact of management's dedication. Third, the company must deepen the integration of OHS values into organizational culture not only through policies but also via leadership by example, consistent supervision, and the

establishment of behavior-based safety initiatives. Finally, since OHS culture has been proven to significantly improve performance, PT Kalimantan Jawa Gas should position safety culture as a strategic productivity driver by investing in digitalized reporting systems, strengthening incident-reporting mechanisms, and conducting routine evaluations of OHS implementation. These managerial steps are expected to enhance compliance, reduce risks, and at the same time strengthen the company's long-term sustainability and employee performance.

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